



## Quotas Don't Create Goal-Driven Reps

Managers are the key proponent  
for sales success

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A sales VP once said to me, "My people are goal-driven. That's not a problem. I put a framed copy of their quotas right on their desks!"

Handing out sales quotas doesn't make people goal-driven. Quotas can be called goals, commitments or budgets, but they are just minimum expectations. I know: These days, for many, reaching quota would constitute heaven.

Let's take this one step further: Do we even care whether reps are goal-driven, as long as they meet their quotas? What's the difference between the two?

Goal-driven individuals prospect for a reason that is personally important to them. It doesn't matter whether they want to buy a boat, send their children to private schools or save money to live in Bora Bora. What counts is whether their goals drive them to prospect consistently for more business.

Goal-driven reps consistently surpass their quotas if it's possible. They're also less likely to complain about a new procedure unless it directly affects their revenue and personal achievement; they just listen, learn and get back on the street.

Your non-goal-oriented folks may have enthusiasm, but only in short spurts, and they're susceptible to job burnout. They may also be planning the next social gathering. This doesn't mean they don't want to do a good job, however.

Some years ago I tested 67 newspaper reps and compared their Goal Level scores with their previous six-month revenue attainment. The assessment was the SPQ\*GOLD® developed by Behavioral Sciences Research Press, for whom I'm a licensee. I was amazed at the results and the implications of Goal Level.

Inside reps with adequate innate goal levels had sold 33% more than those without, and outside reps had booked a whopping 71% more revenue!

Are you lusting for that missing revenue right now? Besides hiring more goal-driven people, there are two things you can do to grab some of those results.

First, teach reps to set goals and work toward them. If you have an internal trainer, have goal setting be part of your ongoing curriculum. However, this action works only for those who haven't had goal-driven role models in their lives or don't have a meaningful process to use. The others, unfortunately, won't grab onto your goal-setting training, so there's only one alternative left: managing behavior on a short-term basis.

This solution puts more burden on the manager. Actually, it puts the *entire* burden on the manager. You are blessed with the responsibility of constantly making sure that reps are using the behaviors that drive revenue.

You're already doing this when you hold short-term sales contests. You do the same when you perform call monitoring with inside sales.

But look at this from a bigger perspective. Ask, "How can I make sure that people are consistently doing those activities that drive revenue?" A framework you can use is:

- **Set *behavioral* standards, not just numerical quotas, for quantity and quality of work/calls.** If you already have them, reevaluate or update them.
- **Follow up every day to make sure standards are met.** This is critical because it's the most common weak point.
- **Keep your team focused.** Too many contests or standards weaken your message.

The next time you hand out a quota, remember, you're not handing out that rep's goals. The crucial element in meeting or surpassing that quota may be *you*.

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